

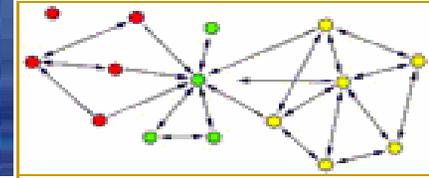
CSC Case Study: Evaluating Connectivity to Optimize Client Performance

October 2006



The **NETWORK ROUNDTABLE** *at the* **UNIVERSITY OF VIRGINIA**

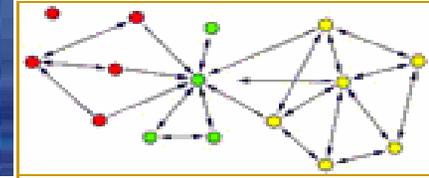
Agenda



- About CSC and Client Company
- Situation Overview
- Key Findings
 - Quality of relationships between the CSC account team and client
 - Quality of relationships within the CSC account team
 - Quality of relationships back into CSC
 - Team structure, behaviors and practices
- Recommendations
- Next Steps
- Appendix

Note: The initials of all people cited in this document are disguised.

About CSC and a Client Organization



CSC

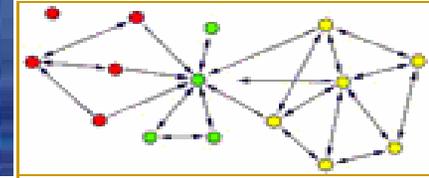
- Founded in 1959, Computer Sciences Corporation is a leading global information technology (IT) services company. CSC's mission is to provide customers in industry and government with solutions crafted to meet their specific challenges and enable them to profit from the advanced use of technology.
- With approximately 79,000 employees, CSC provides solutions for customers around the world by applying leading technologies and CSC's own advanced capabilities.
 - These include systems design and integration; IT and business process outsourcing; applications software development; Web and application hosting; and management consulting.
- Headquartered in El Segundo, California, CSC reported revenue of \$14.6 billion for the 12 months ended March 31, 2006.



Client Organization

- A leading wealth management company, providing financial advice and retirement savings and income, investment, insurance and banking solutions.
- Has approximately 4,000 employees and 80 billion assets under management.

Situation Overview



Challenge

Since 1993, CSC has been providing desktop, network and mainframe maintenance and support, and selected mid-range services to this wealth management company.

In an effort to improve upon an already strong relationship, CSC decided to evaluate connectivity of CSC's core team and their direct client counterparts with the goal of maximizing performance.

- A well-connected network enables people to identify opportunities to create value within the client and then match them with capabilities in CSC.
- Establishing the right individual touchpoints between the client and CSC across dimensions such as seniority, roles, functions, etc. is important to effectively deliver services.

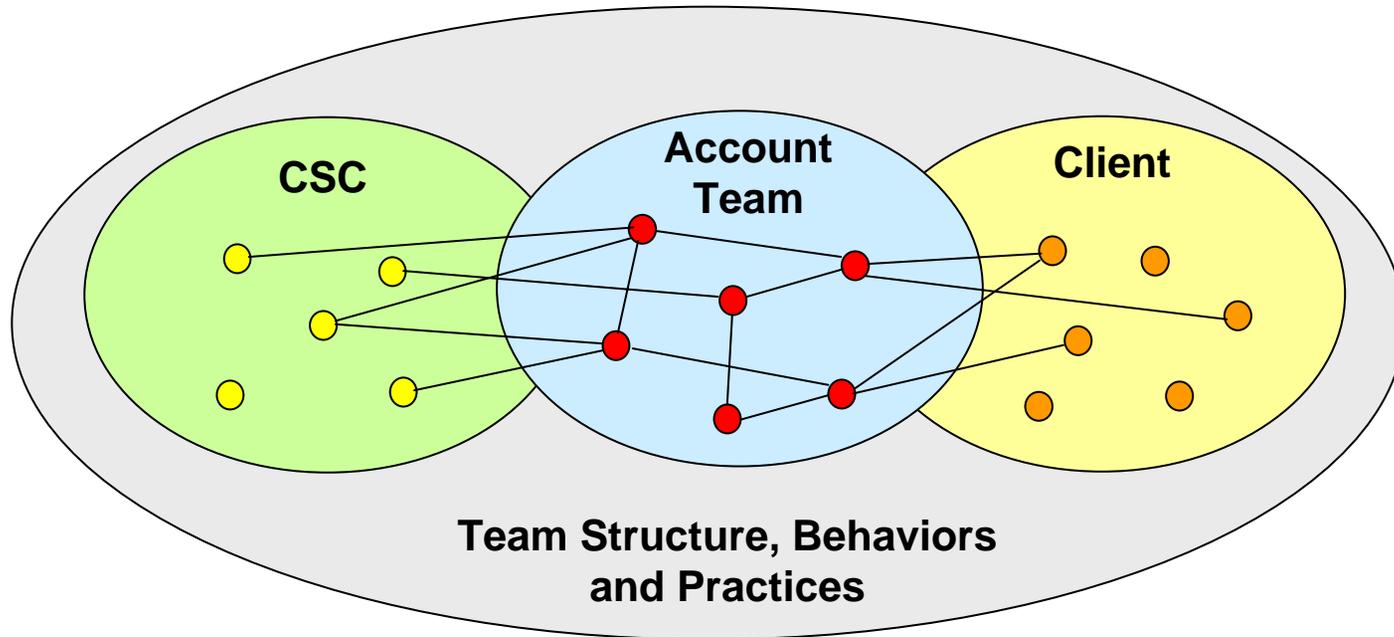
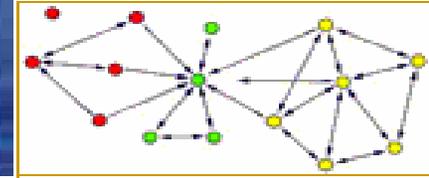
The Role of Network Analysis

CSC is committed to implementing "best practices" in relationship management. As such, CSC offered this client the opportunity to participate in a global organization network analysis study to:

- Map the current CSC-client relationships.
- Identify gaps and workshop improvement opportunities.
- Develop a joint action plan.
- Report results to global research programme.

The initial analysis focused on relationships within CSC and from CSC to the client. A second analysis is underway to evaluate relationships from the client's perspective.

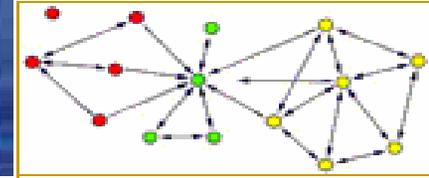
The Evaluation Focused on Four Key Areas



Network analysis provided a view into critical success factors:

- Quality of relationships between the account team and client. Diverse, high-quality client connections across several team members allows for better customer service, cross-selling opportunities, and greater awareness of relevant expertise.
- Quality of relationships within the account team. A well-connected team and strong personal networks allow professionals to identify and capitalize on opportunities.
- Quality of relationships back into CSC. Success also depends on the ability to draw on CSC for expertise and connections that don't reside on the team.
- Team structure, behaviors and practices. Effectiveness depends on fundamental alignment within the team, including clear goals, roles and responsibilities, and encouragement to collaborate.

The Network Analysis Revealed Several Opportunities for this CSC Account Team



Relationships Between Account Team and Client

Relationships Within Account Team

Relationships Between Account Team and CSC

Team Structure, Behaviors and Practices

FINDINGS

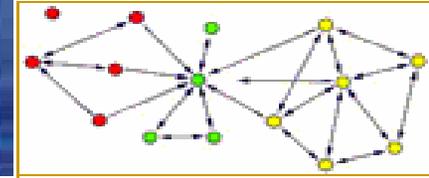
- Client contact is heavily dependent on seven people at CSC and eight people at the client organization.
- There is lack of awareness of colleague's skills, restricting the ability to bring in the right expertise.
- There is clear fragmentation between CSC GTS and the client, limiting innovation potential.

- Key staff are overloaded—they hold the vast majority of relationships, which likely should be redistributed.
- Peripheral people are under-utilized and should be drawn in to leverage their skills.

- There is clear fragmentation between CSC's GTS and GIS groups.
- Fragmentation between these and other select groups would allow for more effective diffusion of ideas.

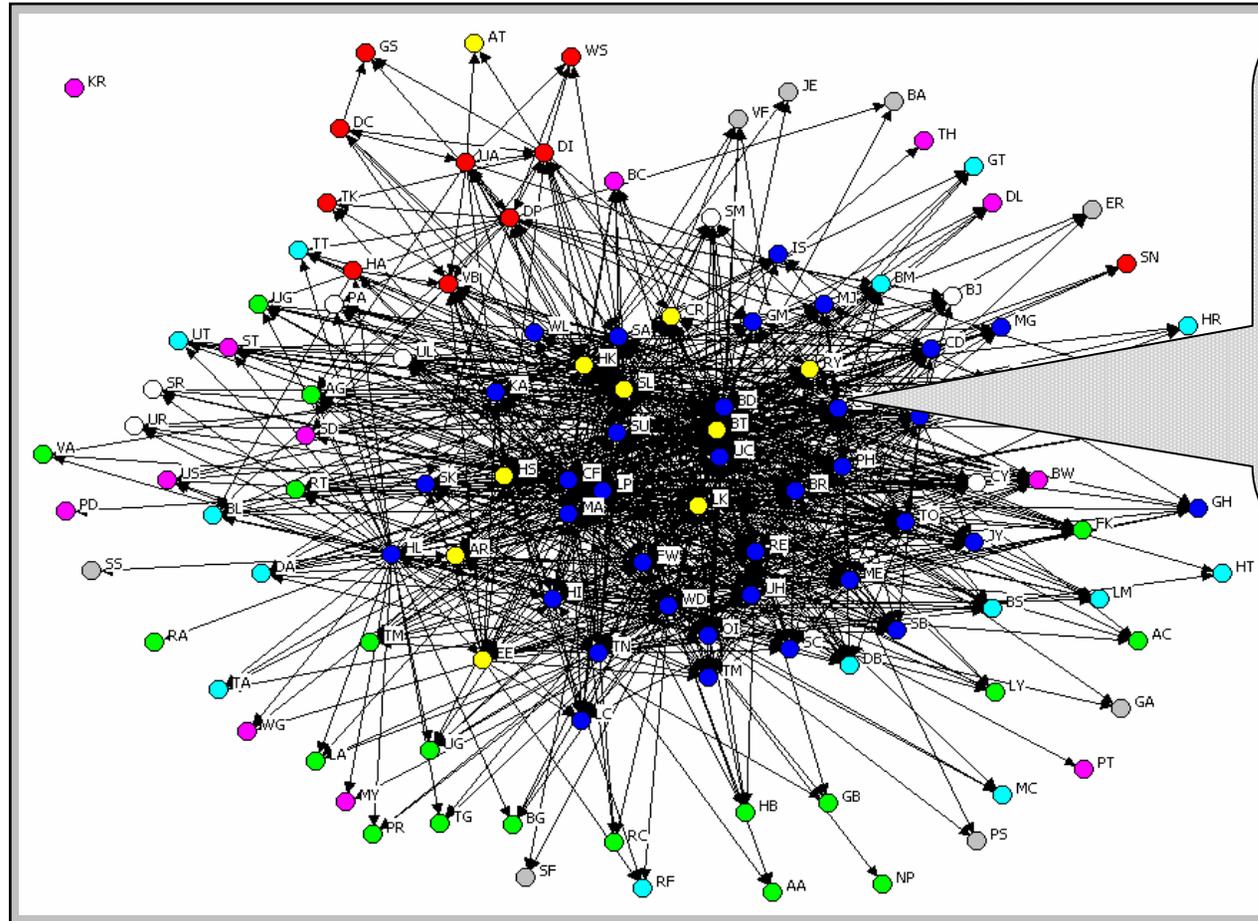
- Most people are fairly insular with almost all relationships within immediate groups and the company. Outside relationships improve the likelihood of innovative practices being shared.
- Replicating high performer's networks throughout CSC would improve performance overall.

Although Network Measures are Good Overall, There are Clear Opportunities to Re-distribute Connections



“Interactions with this person are important in helping me to do my job effectively.”

Responses of agree and strongly agree



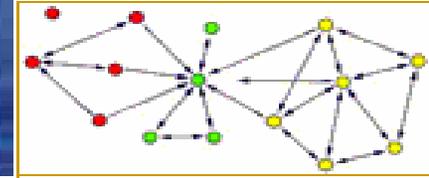
Removing the 10 most central people at CSC reduces the number of relationships in the network by 29%. This effect is much larger in the CSC-client network where connectivity falls off by 71%. The highest number of interactions exists between the two groups most senior in the hierarchy.

Upon review of this diagram, the account executive was surprised at the number of people with client relationships. He realized the urgent need for an effective communication plan to ensure that everyone was aligned with the client's objectives.

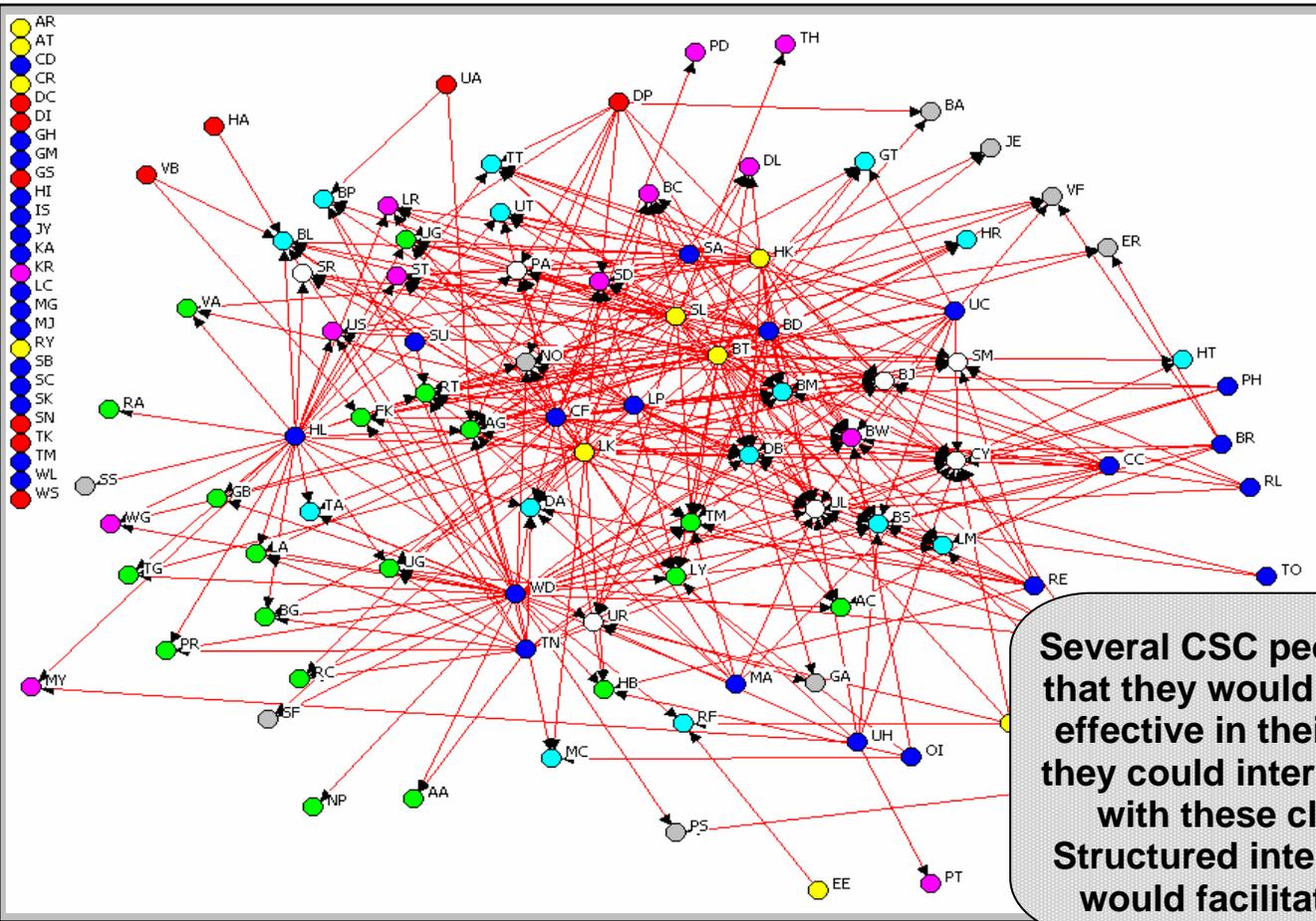
Business Unit

- = CSC GTS
- = CSC GIS
- = CSC Other
- = Client ABD
- = Client Prod Manufacturer
- = Client Shared Services
- = Client Alliances Group
- = Client Other

The CSC Network of Relationships With the Client is Driven by Two Groups (GIS and Account Management) With GTS on the Periphery



“Interactions with this person are important in helping me to do my job effectively.” Responses of agree and strongly agree



Business Unit

- = CSC GTS
- = CSC GIS
- = CSC Other
- = Client ABD
- = Client Prod Manuf
- = Client Shared Serv
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- = Client Other

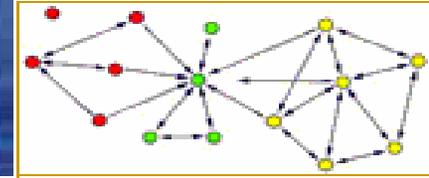
- Central People CSC**
- WD - GIS
 - BT - Account Mgmt
 - CF - GIS
 - SL - Account Mgmt
 - HL - GIS
 - LP - GIS
 - LK - Account Mgmt
 - BD - GIS

- Central Client People**
- CY - Alliance
 - UL - Alliance
 - BW - Prod Man
 - DB - Shared Serv
 - AG - ABD
 - BS - Shared Serv
 - RT - ABD
 - BM - Shared Serv

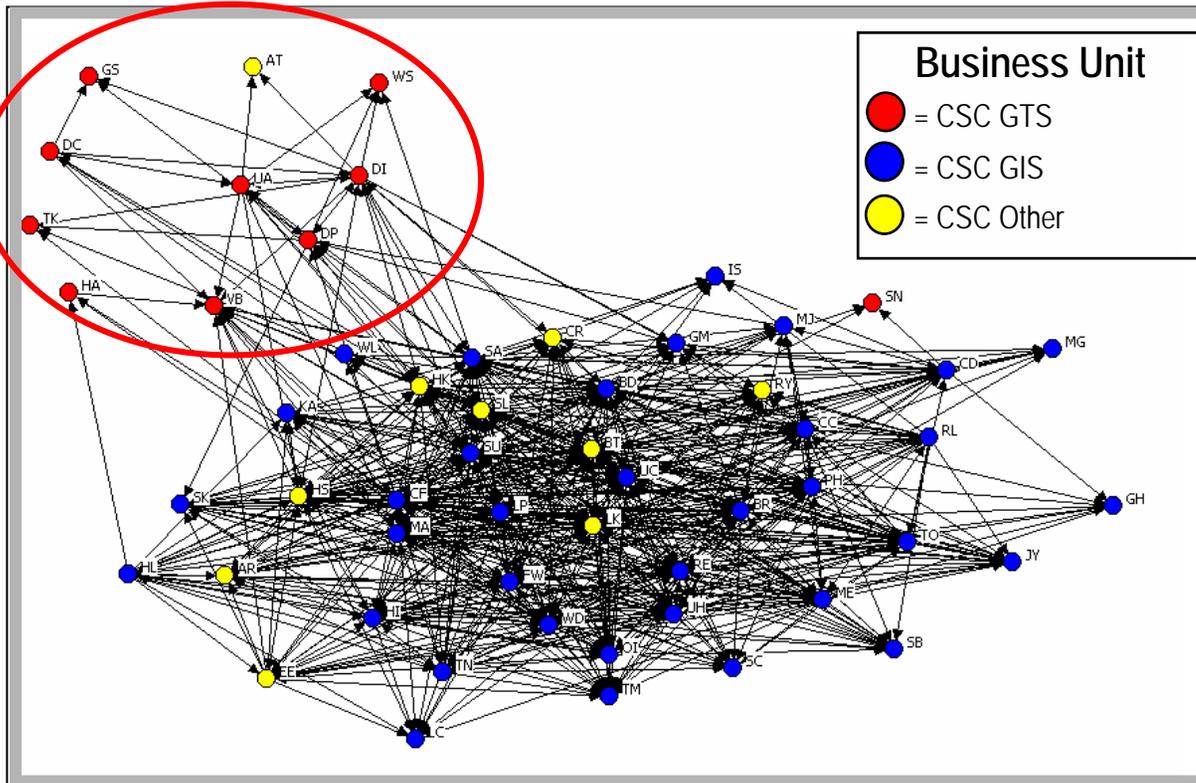
Several CSC people said that they would be more effective in their jobs if they could interact more with these clients. Structured interactions would facilitate this.

Even though this initial survey captured only CSC responses, it allowed a view into who are the most central people on this CSC team and who holds client relationships.

Focusing Only on the CSC Network, We See a Similar Pattern With Certain People Highly Influential and Others (e.g., GTS) Under-utilized



“Interactions with this person are important in helping me to do my job effectively.” Responses of agree and strongly agree



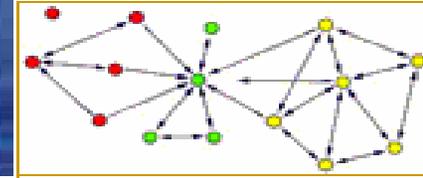
There is clear fragmentation between CSC GIS and CSC GTS (GTS is responsible for bringing new, innovative ideas to the clients). Promoting connectivity at this juncture in the network can improve project execution as relevant expertise is leveraged before or at the point of need.

Network Measures	
Density	28%
Cohesion	1.6
Centrality	15

There are three key network measures worth evaluating:

- **Density** Percent of existing relationships (out of 100%). More connections means quicker and more accurate info flow.
- **Cohesion** Average number of steps to reach any other person in the group. Shorter distances mean faster and more accurate transmission/ sharing.
- **Centrality**: Average number of relationships per person. Individuals can typically maintain 10-15 relationships at this level of interaction.

Evaluating the Degree of Collaboration Within and Between Groups Allows Targeted Improvements



All groups collaborate well (as seen by numbers within gray boxes) within their Business Unit except for GTS, whose people work across projects.

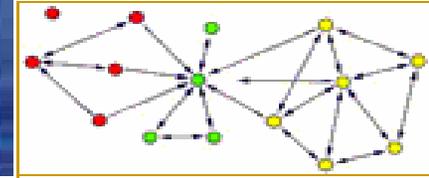
“Interactions with this person are important in helping me to do my job effectively.” Response of agree and strongly agree

		Information Providers									
		GTS	GTS Other	Client	Comp	Net	Desktop	Support	GIS Other	Account	Other
Information Seekers	GTS (5)	30%	24%	5%	0%	0%	0%	4%	16%	16%	24%
	GTS Other (5)	32%	10%	10%	0%	0%	0%	5%	8%	12%	0%
	GIS Client Account (4)	10%	35%	100%	100%	65%	90%	86%	95%	95%	60%
	GIS Mgd Comp Serv (5)	0%	4%	65%	55%	16%	12%	33%	32%	44%	28%
	GIS Mgd Net Serv (5)	0%	4%	20%	8%	35%	0%	15%	16%	32%	24%
	GIS Mgd Desktop Serv (5)	0%	4%	35%	4%	16%	35%	15%	0%	32%	12%
	GIS Support (11)	4%	5%	55%	35%	22%	11%	47%	36%	51%	36%
	GIS Other (5)	8%	16%	60%	40%	6%	12%	40%	50%	48%	12%
	Account Mgmt (5)	20%	28%	65%	64%	3%	36%	56%	68%	75%	60%
	Other (5)	4%	8%	10%	8%	1%	3%	33%	8%	32%	20%

Above Density Table: density levels on the diagonal represent collaboration within skill sets, such as sharing of best practices. Density levels off the diagonal represent collaboration across skill sets. The table is read from row to column when understanding who goes to whom for information.

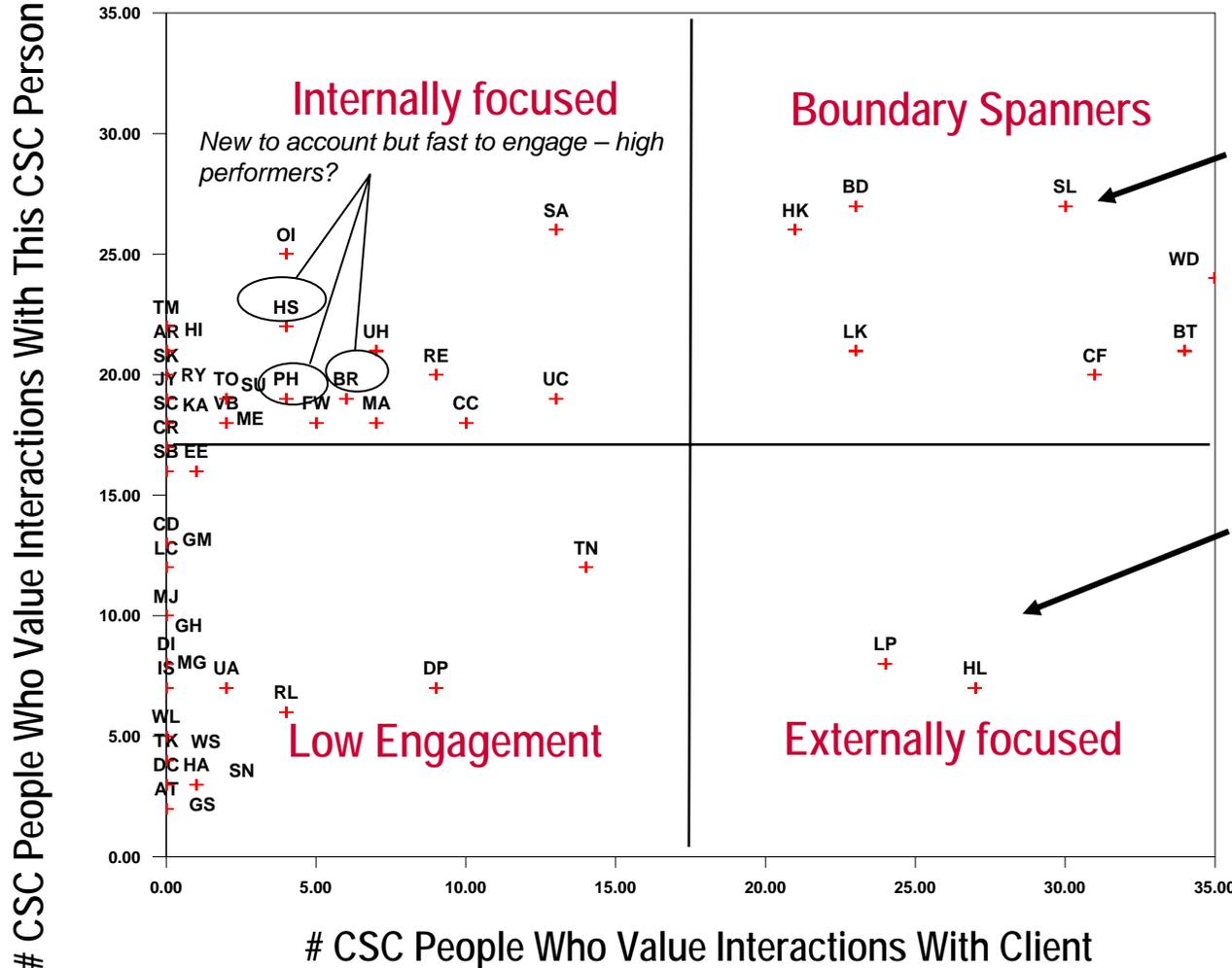
- Connectivity should be improved between the groups that should be working collaboratively to integrate their expertise and create solutions.
- For example, GTS people should be collaborating more heavily with account mgmt and clients, as well as the managed services groups relying more upon each other.

There Are Seven Key Boundary Spanners Within CSC



“Interactions with this person are important in helping me to do my job effectively.”

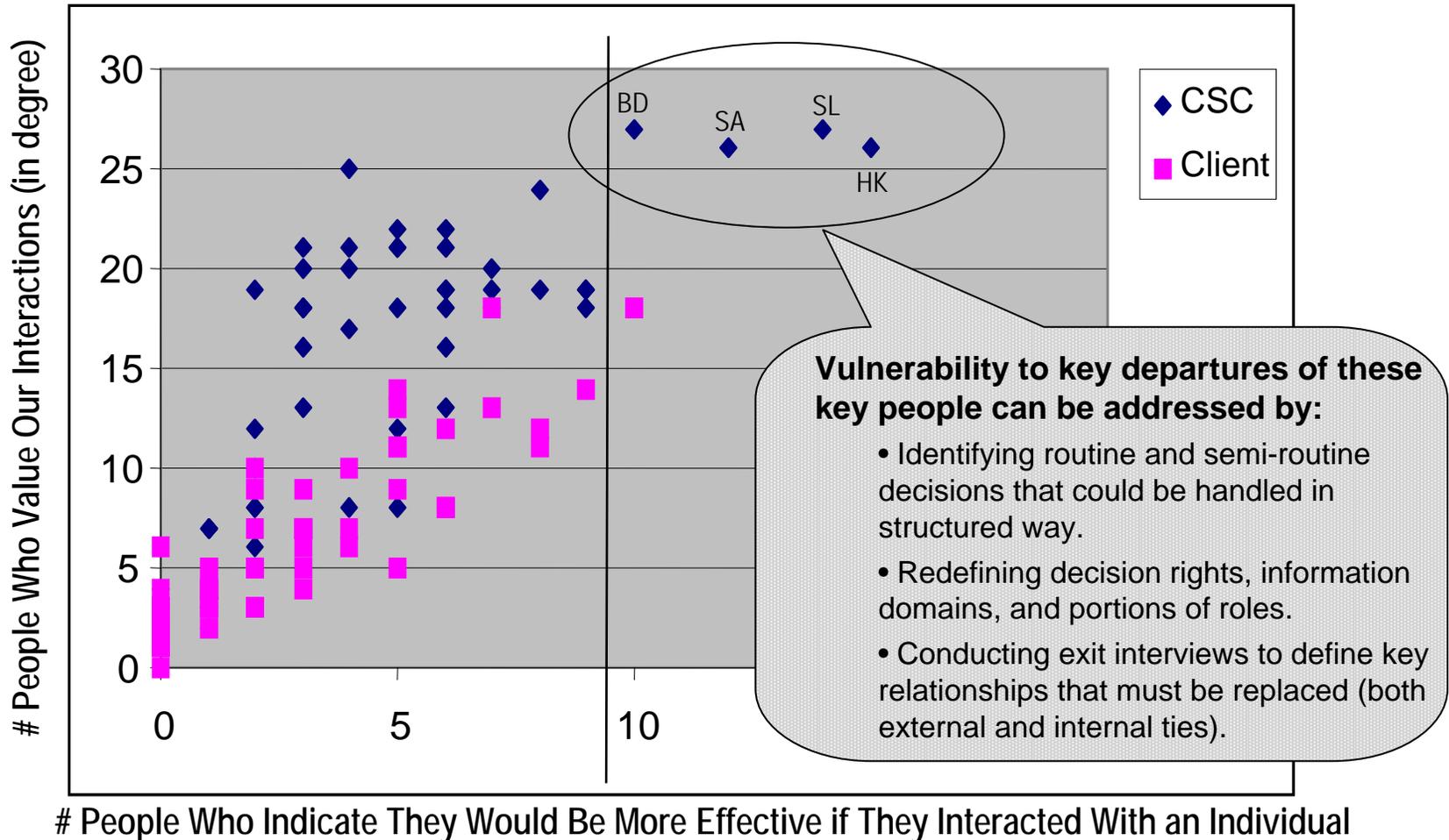
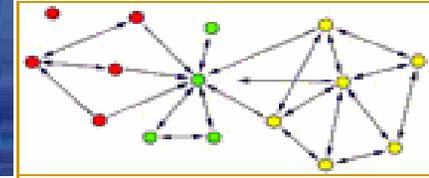
Response of agree and strongly agree



The boundary spanners are important for holding sub-groups together, in this case primarily with the client. Removing these seven people from the network decreases connectivity by 53%.

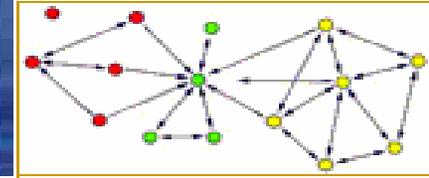
The two highly externally focused people are desktop technicians who provide VIP support to key client stakeholders. Although not account managers, they are influential with the client.

There are Four Key People Within CSC Who Are Potentially Overloaded



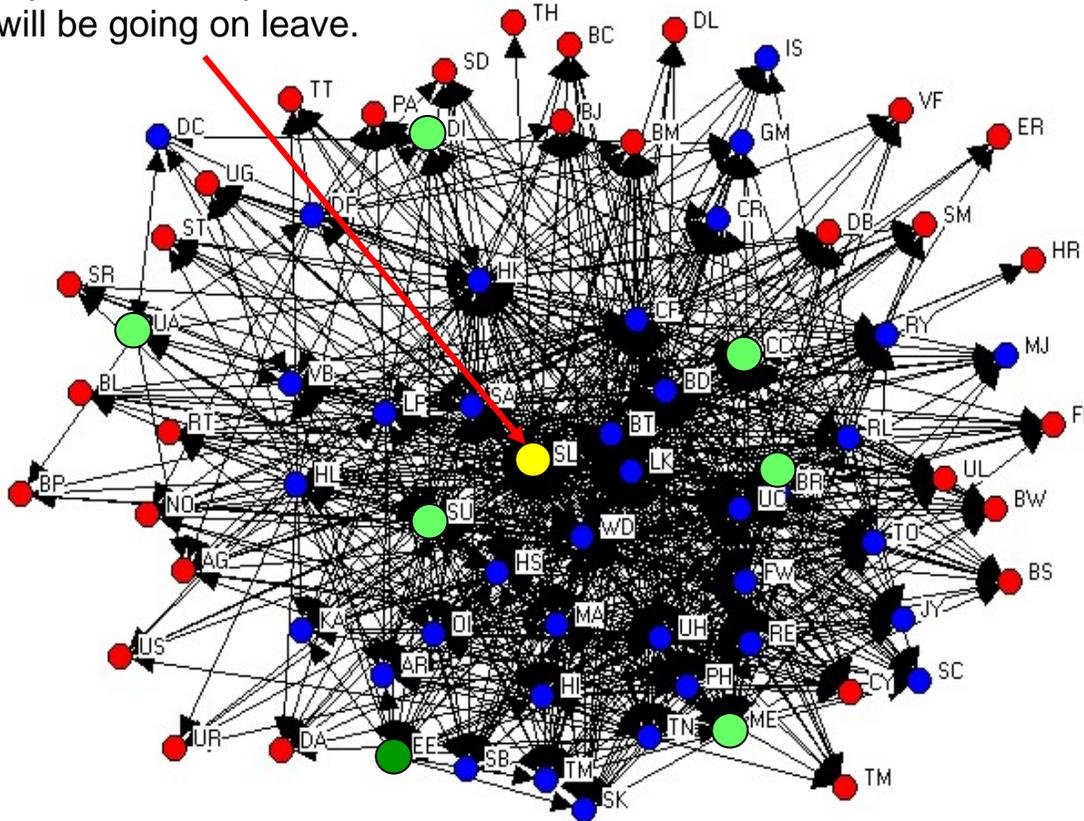
Overloaded people often don't realize the impact their workload has on other people. Because of their inaccessibility, they may be unresponsive and unavailable which can lead to missed opportunities, quality or service issues.

Network Analysis Allowed CSC to Zoom In On One Highly Central Person Who Was About to Go on Leave



SL is one of CSC's most connected people at this account. Given that she had an impending leave, CSC decided to identify her relationships and prepare to cover them during her absence.

SL, the yellow node, represents the person who will be going on leave.



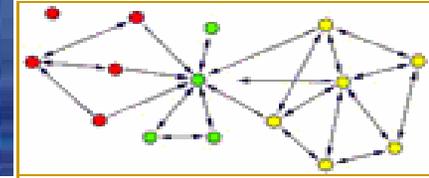
The analysis revealed:

- Only one SL relationship exists which another senior CSC person does not have.
- There are six contacts that should be strengthened to meet SL's relationship level.
- While there aren't many gaps in coverage, the current overload situation is exacerbated if the existing central people take on the new relationships. This may have a systemic negative impact on the account overall.
- This represents an opportunity for bringing a new "high potential" into a core role.

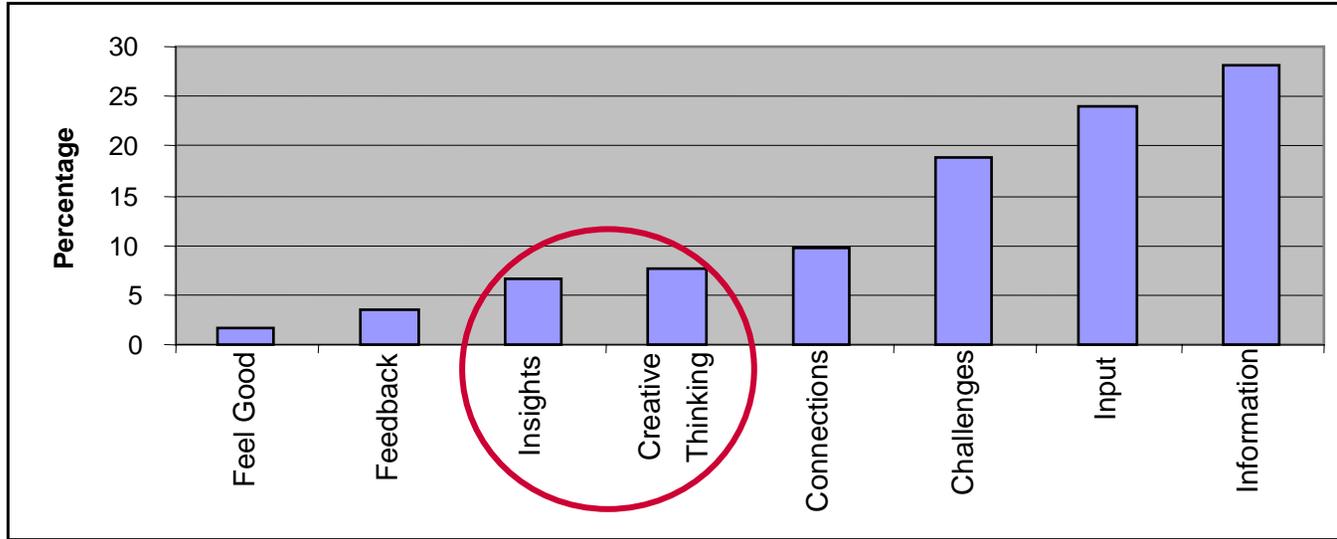
Action Required

- Build Relationship
- Strengthen Relationship
- CSC – no special attention required
- Client

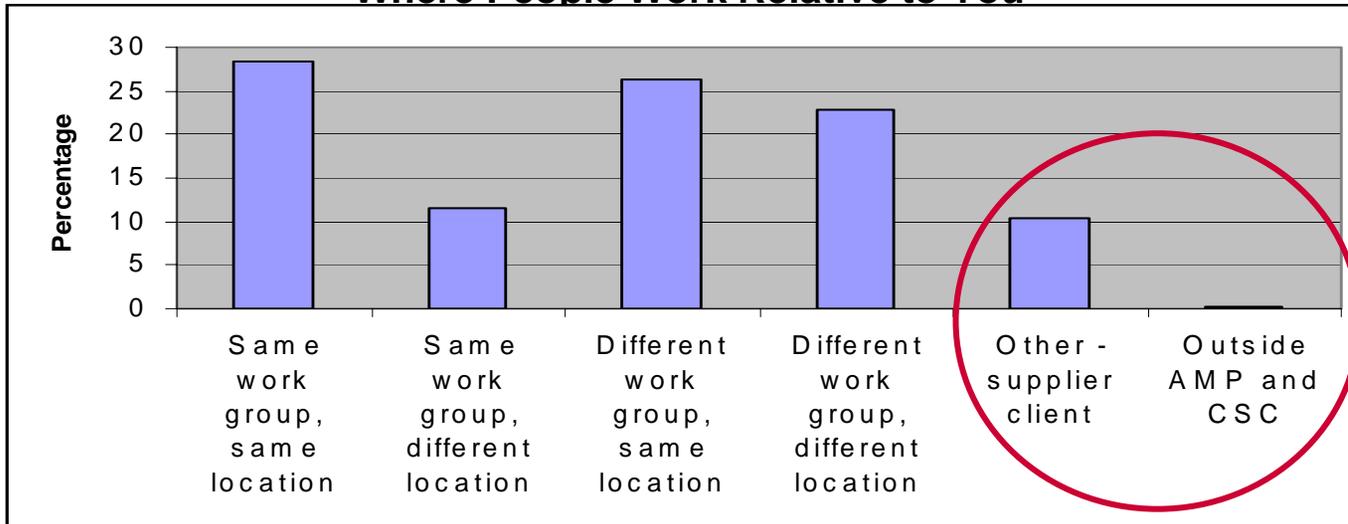
Building Relationships Outside of the Client and CSC Would Bring in Fresh Ideas and Perspectives



Primary Benefit Currently Received From Each Person

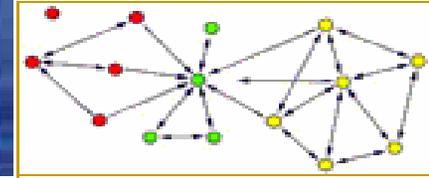


Where People Work Relative to You



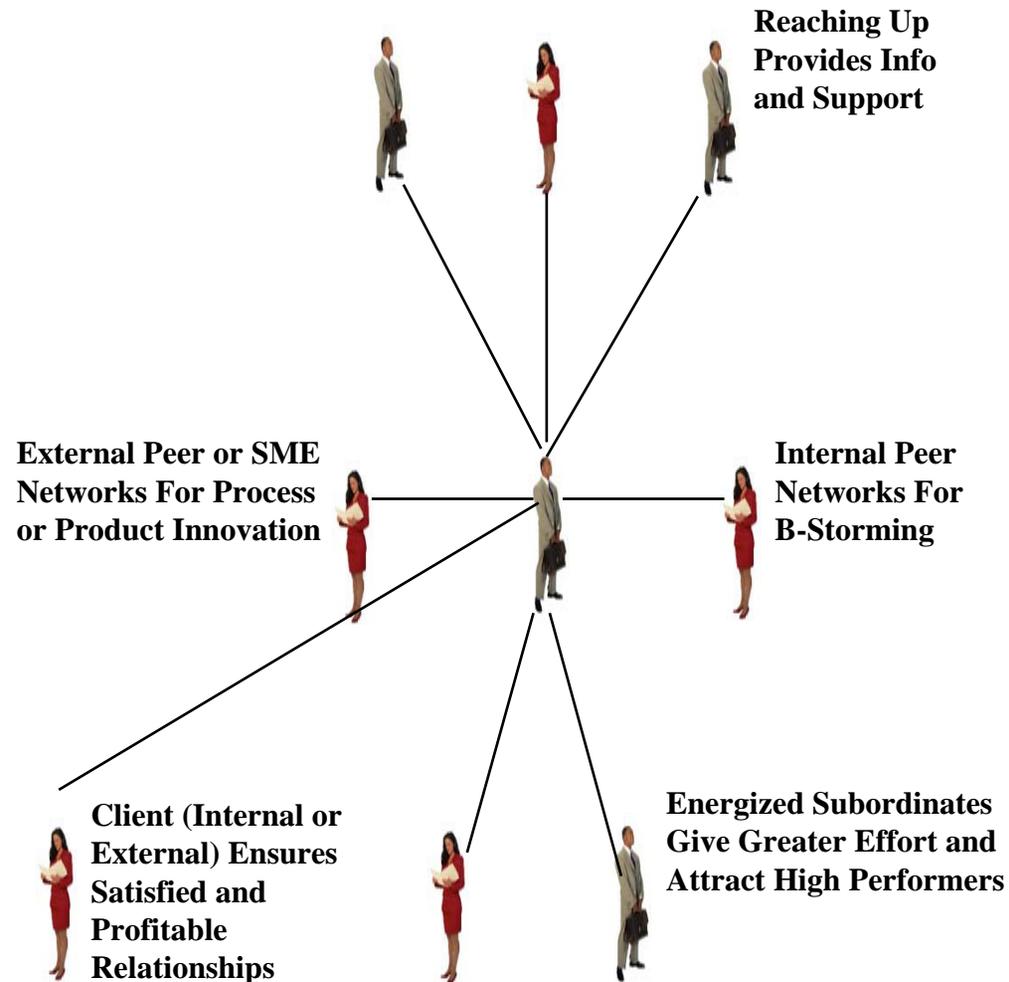
By reaching out to people at other client sites and outside of CSC, best practices can more easily be shared and new perspectives brought in, leading to a higher likelihood of innovative solutions.

In Addition to Group-level Results, the Network Analysis Produced Individual Action Plans



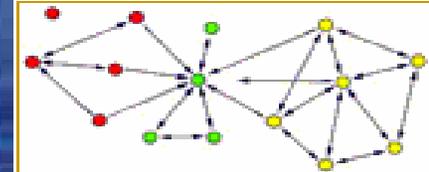
High Performers (i.e., top 20%) Have Non-Insular Networks:

- Select ties up in the hierarchy (to your boss and others) provides a breadth of information, context, resources and political support for your initiatives.
- Lateral connections to peers within the organization are important for brainstorming and best practice transfer as these people face similar issues.
- High quality (i.e., energizing) relations to those lower in the hierarchy creates reputation and draws emerging high performers to you over time.
- Select ties to experts outside of the organization yield innovations and novel opportunities not circulating in CSC.
- Quality relationships with clients help ensure relevance and profitable work.



The action plan allows individuals to identify areas for improvement, based on dimensions that research has shown to matter in career performance.

Recommendations



Relationships Between Account Team and Client

- Since client contact is heavily concentrated with a few people, broaden responsibility to others within each organization.
- Hold problem solving sessions to help client learn about additional CSC expertise, particularly that within GTS.

Relationships Within Account Team

- Balance connectivity by conducting interviews of the most central people to determine best ways to reduce overload and free their time for value-added activities.
 - Create succession plan for key people.
 - Engage those on the periphery and review on-boarding process to get people involved and up-to-speed quickly.

Relationships Between Account Team and CSC

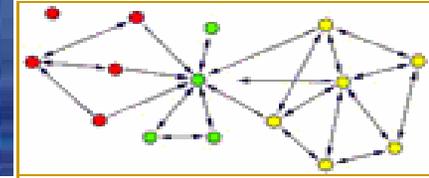
- Develop awareness & knowledge of “who knows what” at select points.
- Identify points where greater collaboration could yield effectiveness and efficiency benefits and leverage expertise through best practice transfer and joint projects.
- Create persona books in both an on-line and bound format.

Team Structure, Behaviors and Practices

- Create an account communication plan which leverages central people and brokers for efficient and effective distribution.
- Build organizational processes and incentives around collaboration to improve overall team effectiveness.
- Ensure a healthy balance of relationships (both CSC, client, and external connections).

RECOMMENDATIONS

CSC Gleaned Important Insights from the Network Analysis



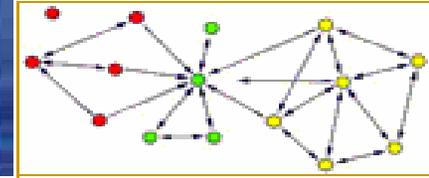
- Overloaded people often don't know the extent to which others seek their contact (and to which they may be a bottleneck). When CSC interviewed some of the group in the "overloaded" list, they were surprised at the number of staff who believed that they would be more effective if they had more contact with these people.
- Relatively junior staff felt that they needed relationships with the senior members of the client team to be effective. This suggested some misalignment around roles and client engagement processes and the need for better communications for alignment among all staff.
- ONA can be an effective succession planning tool. In this case, network analysis allowed the team to create a plan for coverage of client relationships when one senior, central person went on leave.
- Even though the account team network is well-connected overall, it is insular at the expense of new innovation opportunities. Although network density figures are strong, important connections to thought-leaders are weak. This reinforces the importance looking deeper at the connections between groups and people—both inside and outside of the company, and what those relationships bring—not just looking at the overall numbers.

Appendix



The **NETWORK ROUNDTABLE** *at the* **UNIVERSITY OF VIRGINIA**

Why We Should Focus Our Attention on Organizational Networks



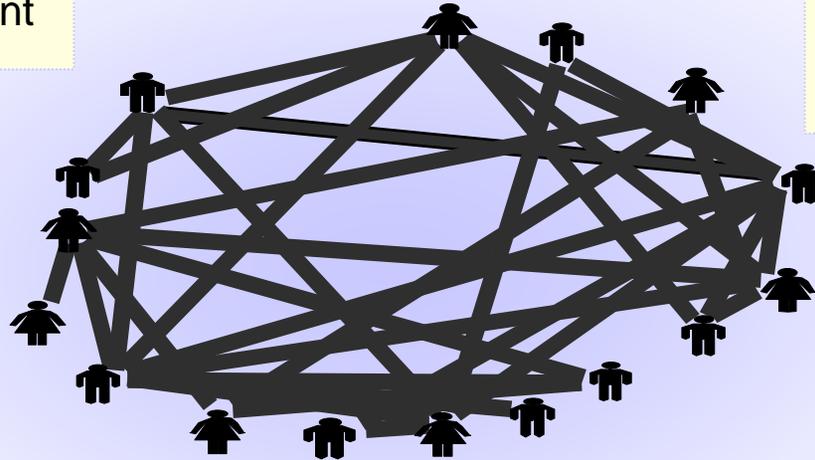
Key Reasons Why Organizational Networks Are Important

Where Work Happens

- Lack of boundaries
- Informal networks increasingly important

Where People Engage

- Join and commit to people
- Trust accrues in networks of relations



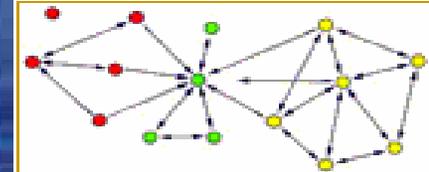
Where Knowledge Lives

- Rely on people for information
- People can provide more than databases

BUT...

- Invisible
- Complements formal structure

How to Interpret a Network Diagram



- **Central People**

- Are an important source of expertise
- May become bottlenecks

- **Peripheral People**

- Are underutilized resources
- Feel isolated from the network
- Have a higher likelihood of leaving

- **External Connectivity**

- Provides balanced and appropriate sources of learning
- Holds relevant influence with key stakeholders

- **Brokers**

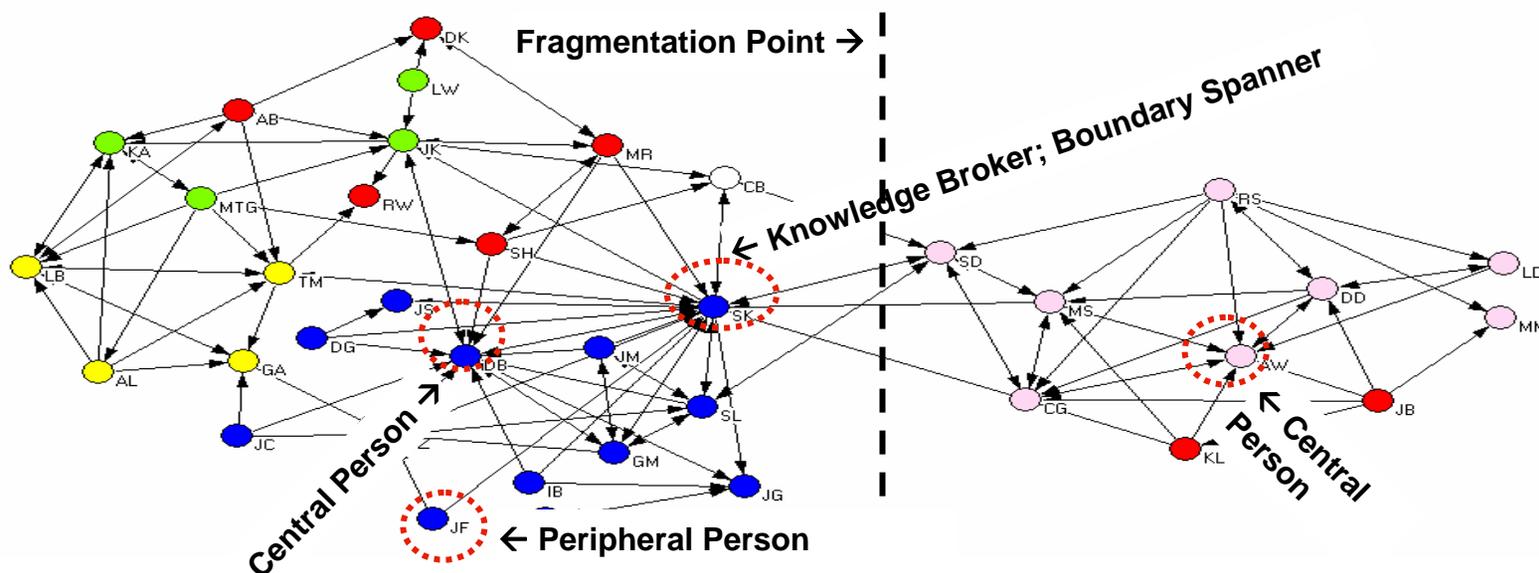
- Are critical connectors between diverse information sources and specific kinds of expertise. High leverage points.

- **Fragmentation Points**

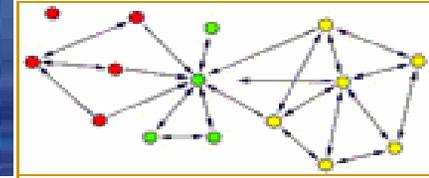
- Affect information flow across boundaries (e.g., cross functional, hierarchical, geographical, or expertise)
- Provide targeted opportunities

- **Personal Connectivity**

- Improves community leader effectiveness
- Enables grass roots network development efforts



Key SNA Terms—Quantitative Metrics



Density: Robustness of network (group measure)

- Number of connections that exist in the group out of 100% possible in that network.
- **Bottom Line:** More points connected means quicker and more accurate information flow.

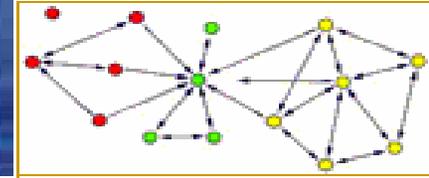
Cohesion (Distance): Ease with which a network can connect

- Shows average distance for people to get to all other people.
- **Bottom Line:** Shorter distances mean faster, more certain, more accurate transmission/ sharing.

Centrality: Identifies influential people (individual measure)

- Number of direct connections (ties) that individuals have with others in the group.
- **Bottom Line:** Individuals with more ties to others may be in more advantaged positions and may have access to more of the information or knowledge in the network.

A Typical Network Analysis Project Runs for Approximately Seven Weeks



Plan

- create network survey
- define community members
- obtain senior sponsor

Run

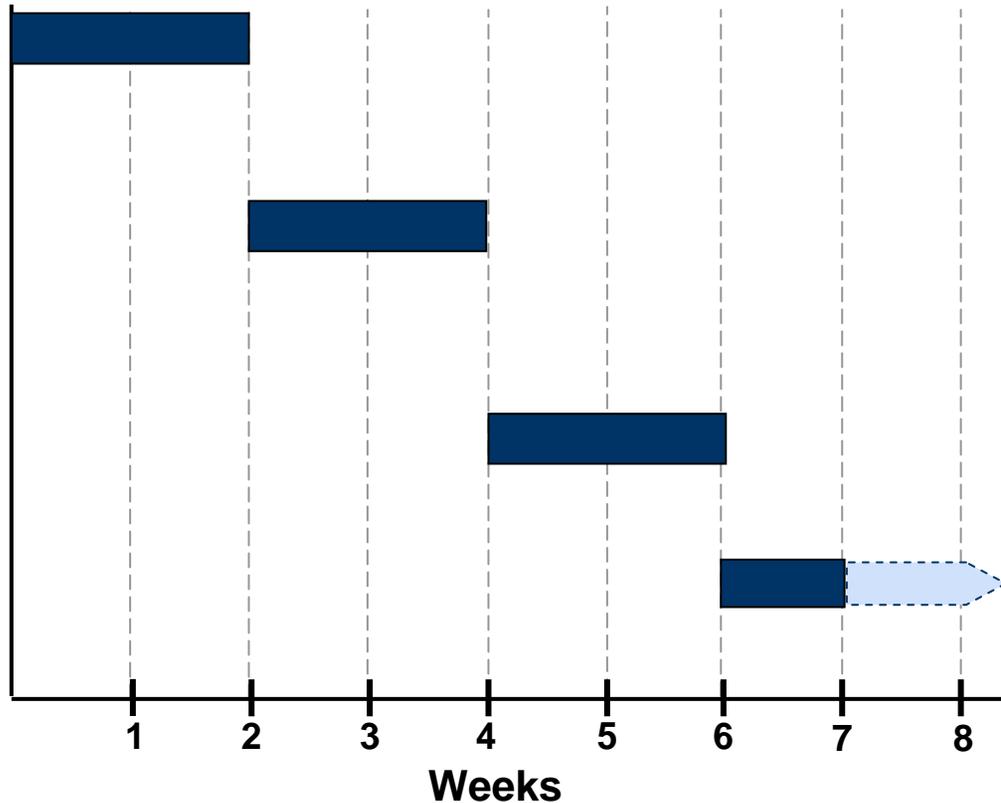
- test diagnostic with small sub-group
- administer Web-based diagnostic
- send system-generated e-mails to obtain responses

Assess

- create recommendation report
- provide personalized Web sites

Apply

- develop and implement project plan
- take action on personal network results



Network analysis has provided important insights and identified actions which will have an impact on providing more value to CSC's client.